

Loss Prevention Week 2011 and 1Q Proactive Event

1/17/11 - 1/25/11 (Pre-Loss Prevention Week) Provide an orientation opportunity for Managers and Supervisors. A conversation will be cascaded through the organization about the following:

The Incident and Injury Free vision of our Refinery in 2011 and the framework of Operational Discipline, Playing to Win - I want to work at the best Refinery on the West Coast - do you?

- The need for a step change in the refinery's Incident and Injury Free performance,
- The components of the Operational Discipline Program, and
- How we are obligated to use Stop/ Pause Work Authority and the five steps.
- Playing to win means that we will be taking on Incident and Injury Free tasks that have been challenges for us in the past - Near Loss / Incident Reporting, Operational Discipline Program, SWA – we'll all need to work together

Loss Prevention Week

- 1/24 - Monday: Cascaded message continues and Refinery Wide Announcement is shared.
- 1/25 - Tuesday: Cascaded message continues
- 1/26 – Wednesday: Volunteers will greet workers in the morning at their work locations and hand out a “TEAM RICHMOND REFINERY” postcard with Incident Free Vision.
- 1/26 – Wednesday: Maintenance (*with IIF Champion) and All Other Groups
 - Supervisor Discussion Topic: You received a postcard this morning. What is your commitment to supporting the Refinery to be the Best on the West Coast? Here is a hard hat sticker that you can fill out and display on your hardhat that shows your commitment.
- 1/27 – Thursday am/pm: Operations Supervisor Discussion Topic (same as above) *with IIF Champion
- 1/28 – Friday am/ pm: Operations Supervisor Discussion Topic (same as above) *with IIF Champion

*Limited numbers of IIF Champions will be available to attend O&M work group level meetings in support of 1st line Supervisor Discussion Topics. Sign Up sheet will be shared on the O: drive.

Continuing 1Q Proactive Discussion Topics:

1. W/o January 31 Review the Near Loss Video. Why Near Loss Reporting is important. Gain commitment to path forward – Report all Near Losses.
2. W/o February 7 - Enrolling Conversation about Operational Discipline the philosophy, the OD Program, and IIF (Every Task, the Right Way, Every Time). OD theme encompasses everything that we do. This is a long term commitment involving Enrolling, and Engaging ... Tied into Loss Prevention. WHY ... We choose to do the right thing because we want to ... **Clarify Operational Discipline Program.** It's not about disciplining people. It's about being mentally focused, how we conduct our operations. There are stories that point to our need for Operational Discipline. We

do the right thing each and every time. Supporting Conversation: Do we have operational issues currently in our area? Could we be better?

- a. Clarify with ---- An analogy: blue angels, structured way they conduct themselves, precision, Extreme example. At Richmond ... if we don't do things right, bad things can happen.
 - b. Clarify with consistent work habits - and what do we do when circumstances change.
 - c. Clarify that the key behaviors are not always happening all the time.
 - i. Leader: Understand that this conversation is about exploring or getting to the Integral conversation?
3. W/o February 14 - Clarifying our right and obligation to Stop Unsafe Work using Stop Work Authority - Critical Safe Work Practices for all of us ... and the Values are aligned with the Operational Discipline Program components:
 - a. Stop Work Authority – obligation
 - b. Procedures
 - c. LOTO
 - d. Crew Management – Supervising people ...
 - e. Importance of Communication, Teamwork,
4. W/o February 21 - Discussion about keeping LPSA fresh, other components of LPS, Incident and Injury Free Starts with Me. How do I personally, how do I personally contribute to Incident and Injury Free operations?

On Selected Days: Walk about with Intent – Tuesday, Thursday and/ or Friday –

Manager and 2nd line supervisor Enrollment conversations (field level - work locations) Enroll and listen for concerns, listen for understanding, ask for commitments in support of the Step Change in the Refinery, and Near Loss Reporting.